

Internal Audit Report

Throughcare Assessment for Release on Licence (TARL)

26 March 2026

CEJ2504

Overall Assessment	Reasonable Assurance
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This Internal Audit review is conducted for the City of Edinburgh Council under the auspices of the 2025/26 internal audit plan approved by the Governance, Risk and Best Value Committee in March 2025. The review is designed to help the City of Edinburgh Council assess and refine its internal control environment. It is not designed or intended to be suitable for any other purpose and should not be relied upon for any other purpose. The City of Edinburgh Council accepts no responsibility for any such reliance and disclaims all liability in relation thereto.

The internal audit work and reporting has been performed in line with the requirements of the Global Internal Audit Standards (UK Public Sector) and as a result is not designed or intended to comply with any other auditing standards.

Although there are specific recommendations included in this report to strengthen internal control, it is management’s responsibility to design, implement and maintain an effective control framework, and for the prevention and detection of irregularities and fraud. This is an essential part of the efficient management of the City of Edinburgh Council. Communication of the issues and weaknesses arising from this audit does not absolve management of this responsibility. High and Critical risk findings will be raised with senior management and elected members as appropriate.

Executive Summary

Overall
Assessment

Reasonable
Assurance

Engagement conclusion and summary of findings

There is a generally sound system of governance, risk management and control in place for managing Throughcare Assessment for Release on Licence (TARL) within the City of Edinburgh Council. The following areas of improvement were identified:















- Justice Services should identify, mitigate and manage relevant fraud and serious organised crime risks and perform an annual fraud risk assessment once the assessment tool has been finalised
- although national guidance is in place for the completion of TARL work, it should be made more comprehensive to help ensure assessments are processed consistently and effectively
- managers should regularly review colleagues completed learning and training to ensure completion and compliance
- performance monitoring of the completion of TARL reports within the Scottish Prison Service (SPS) 12-week timescale should be developed and shared with senior management. Reasons for delays and lessons learned should be identified, where possible
- regular TARL quality assurance exercises should be completed, with consideration of the quality assurance tool to support this
- following agreement of the National quality assurance framework, an implementation plan should be developed for the Council

- development of a records management manual, and ensuring compliance with GDPR requirements

Areas of effective practice

- the Justice Service risk register is regularly reviewed by management with risks out of tolerance escalated to senior management, the Edinburgh Offender Management Committee, and the Chief Officers' Group – Public Protection.
- guidance to support completion of TARLs is available to colleagues
- the Business Support team have processes in place for inputting relevant TARL dates into Swift and following up on missing data
- prison-based social workers receive constructive feedback on completed TARLs to support development
- the Council's Head of Justice Services is leading work on a National Quality Assurance Framework
- responsibilities were effectively communicated to colleagues when TARL was introduced
- workforce plans and workforce dashboards are available and reviewed quarterly at performance management meeting.

Audit Assessment

Audit Area	Control Design	Control Operation	Findings	Priority Rating
Risk Management			Finding 1 – Risk Assurance	Medium Priority
Policies, Procedures and Training			Finding 2 – Guidance and Oversight of Training	Medium Priority
Implementation of the TARL Framework			Finding 3 – Performance Monitoring	Low Priority
Quality Assurance			Finding 4 – Quality Assurance	Medium Priority
Governance and Oversight			See Finding 3	As per finding 3
Information Governance			Finding 5 – Information Governance Compliance	Medium Priority
Service Level Agreements and Service Standards			See Finding 1	As per finding 1

Background and scope

The City of Edinburgh Council's (the Council) [Justice Services](#) aims to prevent and reduce reoffending by addressing the unmet needs of people in the justice system, supporting them in successfully reintegrating into the community, and promoting social inclusion. The [Management of Offenders \(Scotland\) Act 2019](#) outlines how offenders are supervised, monitored, and supported both during custody and release to support rehabilitation, and outlines that services must cooperate with one another in carrying out their respective functions.

Section 27 of the [Social Work \(Scotland\) Act 1968](#) mandates local authorities to provide social background reports to courts and other bodies for the supervision and care of individuals, particularly those on probation or released from prison. The Throughcare Assessment for Release on Licence (TARL) report and national guidance was updated in 2024, and aims to provide an integrated approach to Social Work submissions to the [Parole Board for Scotland](#) (PBS) for long term prisoners (4 years or more), as opposed to the previous system of two separate reports from Prison-Based and Community-Based Social Work (PBSW and CBSW). It offers a framework of collaboration work between CBSW and PBSW staff which aims to strengthen risk assessment and management, and the overall quality of the report.

TARL reports are requested by the Scottish Prison Service (SPS) parole co-ordinator 12 weeks in advance of the date of submission. The Council prepared 154 TARLs in 2024-25. The assessment includes:

- the individual's risk of serious harm (RoSH), offending behaviour, needs, criminogenic factors, and protective factors
- the planned release address / accommodation, suitability, stability, family/social support, and previous conduct
- the nature and level of supervision and support in the community post-release: what arrangements will be in place, community justice partnerships, and services etc.

- a decision to release or not release
- a comprehensive release plan (including any license conditions, restrictions, and monitoring) should be included if the decision is to release.

Oversight and Governance

The 2024 Care Inspectorate report on [Prison-based social work: thematic review](#) identified required improvements in governance, strategy, roles and performance. Prison-Based Social Work (Phase 2), likely to be published in 2026, will focus on the efficiency and effectiveness of prison-based social work practice, and the collaboration with community social work services.

The Council's Justice Services provide statutory returns to the [Scottish Government](#) for grants provided under Section 27 of the Social Work (Scotland) Act 1968 for the provision, management and administration of Justice Social Work services, including how many TARLs are completed per year.

Scope

The objective of this review was to consider the Council's adoption of the TARL framework and guidance developed by Social Work Scotland (2024), which aims to provide an integrated approach to Social Work submissions to the parole board for long-term prisoners, and support the Council in managing associated risks in the community.

Alignment to Risk and Business Plan Outcomes

The review also considered assurance in relation to the following Corporate Leadership Team risk categories:

- Regulatory and Legislative Compliance
- Service Delivery
- Financial and Budget Management

- Supplier, Contractor and Partnership Management
- Health and Safety (including public safety)
- People
- Fraud and Serious Organised Crime

Business Plan Outcomes:

- People can access fair work and the support they need to prevent and stay out of poverty and homelessness.

Limitations of Scope

The following areas were excluded from scope:

- voluntary and statutory throughcare services following release from prison.

Reporting Date

Testing was undertaken between 24 November 2025 and 13 January 2026.

Audit work concluded on 20 January 2026, and the findings and opinion are based on the conclusion of work as at that date.

Findings and Management Action Plan

Finding 1 – Risk Assurance

Finding
Rating

Medium
Priority

In line with the Council's [Risk Management Framework](#), directorate and service management teams are required to have awareness of risks which fall into their area of responsibility, the possible impacts these may have on other areas and the consequences other areas may have on them. Risks should be captured in line operational risk registers and where necessary escalated for inclusion in service or directorate risk registers.

A risk register is maintained and updated regularly for Justice Services with risks escalated to the Children, Education and Communities risk committee where required.

Fraud and Serious Organised Crime Risks

Fraud and Serious Organised Crime is a Council risk category which requires management to consider risks arising from isolated or systemic instances of internal and / or external fraud and / or serious organised crime. The Council's [Fraud Prevention Policy](#) (last updated in April 2025) outlines the Council's approach to fraud and corruption and commitment to creating an anti-fraud approach and culture.

In addition, [The Economic Crime and Corporate Transparency Act 2023](#) 'Failure to prevent fraud' offence, effective from 1 September 2025 introduced new requirements to prevent fraud by 'associated persons' including performing at least annual fraud risk assessments, documenting fraud prevention procedures, and regular testing of control effectiveness. In recognition of these requirements, the Corporate Risk Team is developing a fraud risk assessment tool, and the Council has lowered its risk appetite for fraud and serious organised crime related risks to 'averse'.

Fraud and serious organised crime risks relevant to Justice Services may include procurement and commissioning on contracts delivering throughcare services, data misuse through interaction with multiple systems, and possible coercion, intimidation, or corruption. The risk of fraud was added to the

Justice Services risk register in December 2025, though was on the divisional risk register. Following the finalisation of the fraud risk assessment tool, an annual fraud risk assessment should be completed.

Shared Responsibility for Service Delivery Risks

There is a Memorandum of Understanding (MoU) between all Scottish local authorities and the Scottish Prison Service (SPS), which acts as a governance framework for the provision of prison-based social work services for persons in, or leaving, custody. It describes respective responsibilities of the SPS and local authorities, including expectations of performance and common purpose.

The MoU requires an annual review of service delivery, while monthly meetings have been held between prison-based social work and SPS, the MOU has not been reviewed since 2019. The out-of-date MoU was noted in the 2024 Care Inspectorate report '[Prison based social work: Thematic review](#).' Whilst it is an SPS responsibility to update the MoU, the risks associated with an out-of-date MoU are not included in the Justice Services risk register.

Risk Management Learning

Enterprise risk management learning is available on myLearning Hub and supports officers to understand their role in identifying risks, to support decision making, and planning and delivery of strategies and services. At the time of audit fieldwork, management had not completed this learning however this was confirmed prior to the audit completion.

Risks

- **Fraud and Serious Organised Crime** – failure to identify and prevent fraud and serious organised crime, leading to legal liability, financial penalties, and reputational damage
- **Governance and Decision Making/Service Delivery** – an out-of-date MoU may not reflect current governance, operational or legislative and

regulatory requirements leading to uncertainty over accountability, legal compliance and service resilience.

- **People** - lack of awareness of risk management learning may impact the capability and confidence of officers to identify and mitigate risks across all Council risk categories.

Recommendations and Management Action Plan: Risk Assurance

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
1.1	Justice Services should engage with the Council's Corporate Risk Team to seek support with identifying, recording and managing fraud and serious organised crime risks. This should include an overview of the Council's fraud risk assessment methodology and assessment tool, once it has been introduced by the Council. Risks should continue to be reviewed regularly, and a fraud risk assessment completed and documented at least annually.	On roll out of the Council's Risk Assessment tool, Justice Services will work with our assigned Risk Officer to undertake a review of our fraud and serious organised crime risks, controls and actions. Regular evaluation of our risk tolerance in line with our Risk Register review schedule will take place.	Corporate Director, Children, Education and Communities	Head of Justice Services Operations Manager Justice Service Managers	30/09/2027
1.2	Risks associated with the outdated Memorandum of Understanding together with mitigating actions in line with the Council risk appetite should be added to the Justice Services risk register. Where required, risks should continue to be escalated to the Directorate risk committee for action.	Risk Register will be updated to include associated risks with the outdated MoU.	Corporate Director, Children, Education and Communities	Head of Justice Services Operations Manager Justice Service Managers	03/07/2026

Finding 2 – Guidance and Oversight of Training

Finding Rating	Medium Priority
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Guidance

TARL guidance is published on the [Social Work Scotland](#) website to support Justice Services social workers across Scotland to collaborate, and complete assessments and reports. Whilst the guidance provides information on how to fill out the [TARL report template](#), it does not provide comprehensive guidance to support completion of all TARL tasks, such as liaising with police and housing providers, assessing risks, reviewing prison records, groups attended by individuals, and meeting with the individual being assessed.

Although no issues were noted with regard to the content within completed TARLs, the creation of a fully comprehensive guidance document for Council colleagues on the end-to-end TARL process would provide more effective guidance to colleagues and aid consistency of practice. Management have advised that there was comprehensive liaison with the Council’s Legal team and the Social Work Scotland Justice Standing Committee to support the development of additional guidance for colleagues in respect of unsupported release assessments for TARL, to ensure consistency of practice and support colleagues when attending Oral Hearings.

Oversight of Training

Training for Justice Services social work officers is provided through a mixture of internal and external providers. Whilst a record is held on myLearning Hub to demonstrate completion of internal training, training provided externally is recorded on spreadsheets. The spreadsheets are not regularly reviewed or updated. Management advised that training completion is discussed at monthly 1-2-1 meetings between social workers and their line managers, but different templates are used for these meetings, with some not including a prompt to review training completion.

Risks

- **Service Delivery** – if completion of reports varies and training is not up to date, there may be inconsistencies, and practice may vary which could affect decision outcomes on reports
- **People** – if colleagues are not provided with comprehensive guidance, then they may not be fully supported to perform their roles
- **Regulatory and Legislative Compliance** - if colleagues are not provided with comprehensive guidance, then there is an increased risk that there is non-compliance with statutory requirements.

Recommendations and Management Action Plan: Guidance and Oversight of Training

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
2.1	Justice Services should develop a local procedure for TARL assessments which includes comprehensive end-to-end processes and relevant URL links to supporting documentation and external guidance, to support the effective and consistent completion of reports.	Local procedure will be developed and communicated to all relevant colleagues, undertaking TARLs, across Justice Services.	Corporate Director, Children, Education and Communities	Head of Justice Services Justice Service Managers	31/03/2027
2.2	Managers should perform a quarterly review of the training spreadsheets to ensure they are being	The training spreadsheets will be added as a standing agenda item to	Corporate Director,	Justice Service Managers	31/07/2026

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
	monitored regularly and that training is up-to-date and complete.	service leadership meetings and formally reviewed/updated quarterly.	Children, Education and Communities		
2.3	A single, standardised template should be used to guide monthly 1-2-1 meetings between Justice Services social workers and their line managers. Specifically, it should a requirement to discuss training and learning completion.	1-1 template will be updated to include training and learning as standard. This will be shared with all managers across justice to be used in their 1-1's going forward.	Corporate Director, Children, Education and Communities	Head of Justice Services	31/03/2027

Finding 3 – Performance Monitoring

Finding Rating	Low Priority
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TARL requests are issued from the parole desk within the Scottish Prison Service (SPS) to local authority social work services, with an SPS key performance indicator (KPI) of 12 weeks for completion.

Whilst the number of completed TARLs is reported to the [Scottish Government](#) annually, there is currently no monitoring of the number of TARLs being completed on time. In 2024/25, 154 TARLs were completed by the Council with 35 (22%) not completed within the 12-week timescale. Management advised that the reasons for the delays were due to prison resources, colleague sickness absence, and extensions agreed by SPS.

Management have advised there are plans to develop Power BI reporting for Justice Services, which includes reporting on the timeliness of TARL completion. This information will then be reported to the Children, Education and Communities Senior Management Team, the Edinburgh Offender Management Committee, and the Chief Officer Group.

In addition, management have advised that Edinburgh Justice Services rely on other partners to meet the above target as community colleagues depend on social work practice within different prison establishments, and prison-based colleagues are dependent on actions of colleagues within other local authorities.

Risks

- **Regulatory and Legislative Compliance** - if reports are not completed on time, it may breach legislative requirements
- **Governance and Decision Making** - if senior officers are not fully aware of issues completing TARLs, they are unable to put in effective measures to improve this.

Recommendations and Management Action Plan: Performance Monitoring

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
3.1	Council performance in completing TARLs within the 12-week timeframe set by SPS should be monitored and reported to senior management and relevant forums at a regular defined frequency. Reporting should include rationales for delays and actions being taken to meet the timescale set.	TARL completions will be added to monthly performance report (in advance of Power BI) and discussed at monthly Service Managers and Leadership meetings. Changes of submission dates will be evidenced in case recording in SWIFT/Mosaic.	Corporate Director, Children, Education and Communities	Head of Justice Services Justice Service Managers	31/03/2027

Finding 4 – Quality Assurance

Finding Rating	Medium Priority
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Quality Assurance (QA) processes

QA processes are designed to provide assurance that work is being carried out consistently, is of good quality, errors are rectified, and associated risks reduced. Whilst there is a [QA tool for TARL](#) on the Social Work Scotland website, this is not used by either the Council’s prison-based or community-based social workers. Management advised that Social Work Scotland Justice Standing Committee had planned to undertake a national review of TARL assessments in 2025, but this was delayed. In response to this delay, Justice Services began reviewing TARLs in January 2026.

All prison-based social work TARL reports are reviewed by senior officers. However, community-based social work managers do not routinely review completed reports. Justice Services management advised that their QA workplan will now include a review of TARLs within practice audits, with this work commencing in January 2026.

A draft QA framework was developed by Justice Services following the [Care Inspectorate’s Justice Social Work Self Evaluation](#) in 2025. However, it was agreed at the [Social Work Scotland Justice Standing Committee](#) that a national framework would be beneficial. The Council’s Head of Justice Services is leading on this work, and the draft framework is currently out for consultation with other local authorities.

Care Inspectorate Recommendations

Following the national [2025 Care Inspectorate’s Justice Social work evaluation report](#), an improvement action plan was developed by the Council’s Justice Services management team.

Although the plan contains specific actions and names of lead officers, some information is not complete:

- target dates are not stated for 9 of the 12 (75%) improvement actions
- updates are included for 11 (92%) of the 12 improvement actions, but none of these are dated
- it is unclear when the plan was last reviewed.

Risks

- **Governance and Decision Making** – senior management may not have effective oversight of the quality of services being delivered
- **Reputational** – failure to make improvements following Care Inspectorate recommendations could lead to mistrust in the quality of Council services.

Recommendations and Management Action Plan: Quality Assurance

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
4.1	As per management’s stated intention, the service should consider using the Social Work Scotland QA tool when performing the practice audits. The service should ensure that the outcome of the TARL QA practice audit is reported to officers in a timely manner, to ensure lessons learned, good practice, and improvements are shared.	TARL audit tool has been implemented and will be used in future TARL audits. Findings will be shared with colleagues, alongside any improvement actions.	Corporate Director, Children, Education and Communities	Head of Justice Services Justice Service Managers Vikki Kerr, Justice Service Manager	31/03/2028

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
4.2	<p>Justice Services should consider development of an implementation plan for the National QA framework once agreed. This should include communication to relevant officers with supporting guidance and a methodology to ensure requirements are built into Justice Services QA activities.</p> <p>As per management's stated intention, outcomes of QA activities including Justice Services performance should be reported to senior management and relevant governance forums together with action plans to address any areas for improvement identified.</p>	QA activity and improvement actions will be reported to the OMC QA Sub, OMC, COG and Corporate Director's quarterly performance meeting.	Corporate Director, Children, Education and Communities	Head of Justice Services Justice Service Managers	31/03/2028
4.3	<p>Findings, recommendations, and actions from Care Inspectorate reports and QA practice audits for Justice Services should be collated into an improvement action plan with SMART objectives, including target dates for completion, dates when updates were made, and the date of the most recent review.</p> <p>It should then be tracked, reviewed, and reported regularly to the Justice Services senior management team.</p>	Agreed.	Corporate Director, Children, Education and Communities	Head of Justice Services Justice Service Managers	31/03/2028

Finding 5 – Information Governance Compliance

Finding Rating	Medium Priority
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Data Protection Rights

The [UK GDPR](#) and the [Data Protection Act \(DPA\) 2018](#) sets out how personal information should be collected and managed by organisations. It states that individuals in prison should be informed about how their personal data is processed (though restrictions can be applied if there is a risk to public safety). Scottish Government [guidance](#) outlines that court reports are a 'public task' (legal obligation) and therefore consent to use individuals' personal data is not required. However, individuals should be advised of their GDPR rights for the purposes of transparency, as required by [Article 12](#) of the UK GDPR.

The [Information Commissioner's Office](#) advise that informing individuals of their GDPR rights can be done verbally, though they recommend documenting this. Justice Services have a privacy notice and consent form which is used in community based social work, however, officers advised these were not issued to individuals by prison-based social workers when completing TARLs, and there is no record of a verbal discussion.

Records Management Manual

The Council's records management requirements, including guidance on developing a [Records Management Manual](#), are stated on the Orb. Although Justice Services have developed some records management guidance for colleagues including a citywide recording process, g-drive guidance for staff, and Swift minimum recording standards, it does not include all required information including business activities, specific responsibilities of officers, how to handle digital records, and relevant legislation.





Risks

- **Regulatory and Legislative Compliance** – the Council may not adhere to requirements in DPA 2018 and GDPR, and records guidance may not be complied with.

Recommendations and Management Action Plan: Information Governance Compliance

Ref.	Recommendation	Agreed Management Action	Action Owner	Lead Officers	Timeframe
5.1	Prison-based social workers completing TARLs should consistently record that they have discussed individuals' GDPR rights with them.	A clear process will be put in place which provides assurance that PBSWs are aware of their responsibilities to discuss GDPR rights with people when preparing TARLs.	Corporate Director, Children, Education and Communities	Head of Justice Services Justice Service Manager Prison Team Leader	31/03/2027
5.2	A records management manual should be developed for Justice Services which includes all information required by the Council's records management standards.	Customer and Digital Services will use Knowledge Base, which is being rolled out across teams as a records management system for Justice Services.	Corporate Director, Children, Education and Communities	Business Support Team Manager Business Support Officers	31/03/2028

Appendix 1 – Control Assessment and Assurance Definitions

Control Assessment Rating		Control Design Adequacy	Control Operation Effectiveness
Well managed		Well-structured design efficiently achieves fit-for purpose control objectives	Controls consistently applied and operating at optimum level of effectiveness.
Generally Satisfactory		Sound design achieves control objectives	Controls consistently applied
Some Improvement Opportunity		Design is generally sound, with some opportunity to introduce control improvements	Conformance generally sound, with some opportunity to enhance level of conformance
Major Improvement Opportunity		Design is not optimum and may put control objectives at risk	Non-conformance may put control objectives at risk
Control Not Tested	N/A	Not applicable for control design assessments	Control not tested, either due to ineffective design or due to design only audit

Overall Assurance Ratings	
Substantial Assurance	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.
Reasonable Assurance	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Limited Assurance	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
No Assurance	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

Finding Priority Ratings	
Advisory	A finding that does not have a risk impact but has been raised to highlight areas of inefficiencies or good practice.
Low Priority	An issue that results in a small impact to the achievement of objectives in the area audited.
Medium Priority	An issue that results in a moderate impact to the achievement of objectives in the area audited.
High Priority	An issue that results in a severe impact to the achievement of objectives in the area audited.
Critical Priority	An issue that results in a critical impact to the achievement of objectives in the area audited. The issue needs to be resolved as a matter of urgency.

Appendix 2 – Areas of Audit Focus and Control Objectives

Audit Area	Control Objectives
Risk Management	<ul style="list-style-type: none"> risks related to TARL are identified, recorded and managed within a service risk register, and regularly reviewed to ensure appropriate mitigating actions are in place and remain effective, with escalation to divisional and directorate level risk committees where required. This includes consideration of fraud and serious organised crime related risks.
Policies, Procedures and training	<ul style="list-style-type: none"> there are clearly established policies and procedures in place to ensure effective implementation of TARL procedures are updated in line with the relevant legislation, requirements and guidance, following any changes to practice, and are accessible to officers training and development requirements for officers performing TARL work are relevant, clearly understood, completed on time, and monitored.
Implementation of the TARL Framework	<ul style="list-style-type: none"> roles and responsibilities have been clearly defined and established, with ownership of contribution to the TARL identified and understood there is an approved implementation plan for TARL which aligns with relevant legislation there is a workforce plan in place to ensure timely delivery of TARLs SMART objectives are in place to measure performance.
Quality Assurance	<ul style="list-style-type: none"> quality assurance processes have been established to confirm that assessments are completed consistently, on a timely basis, contain all the required information, and feedback for any improvements is communicated to all relevant officers and committees, and implementation tracked recommendations from the Care Inspectorate are recorded and tracked to ensure implementation and are reported to relevant senior management and committees.
Governance and Oversight	<ul style="list-style-type: none"> a reporting framework which monitors completion and quality of TARLs is in operation which clearly sets out the information to be reported, to which governance forums and officers, and at what frequency with reporting provided in line with this.
Information Governance	<ul style="list-style-type: none"> information governance risks for TARL are clearly understood, and effective controls have been established to ensure adherence to relevant Council policies and procedures.
Service Level Agreements and service standards	<ul style="list-style-type: none"> where services are provided by another Council area, team or third party to support delivery of TARL, there is a service level agreement in place which sets out the types or services provided, relevant service requirements, timescales, and performance requirements.